Managing Perceptions

2009 PM CHALLENGE
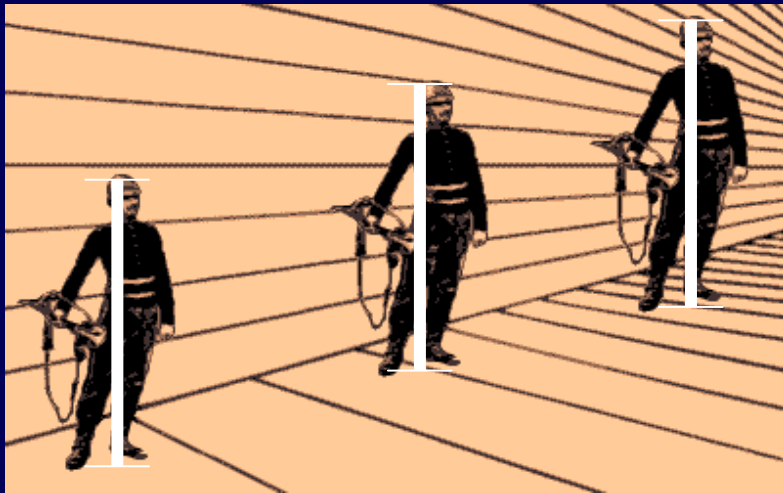
Michael D. Swiger, SVP

perotsystems®

Managing Perceptions

FROG
or
HORSE

Who
is
Taller

2

Why Manage Perceptions?

Expedite Results
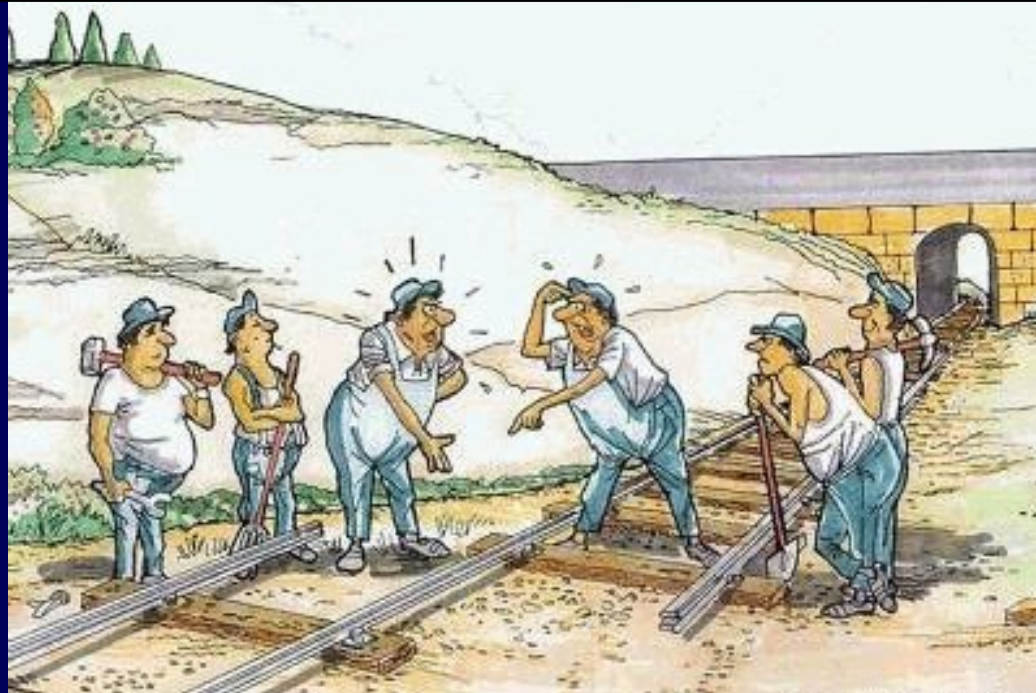
Avoid Surprises

Avoid Hang Ups

Do
More
With
Less

How Did This Happen?
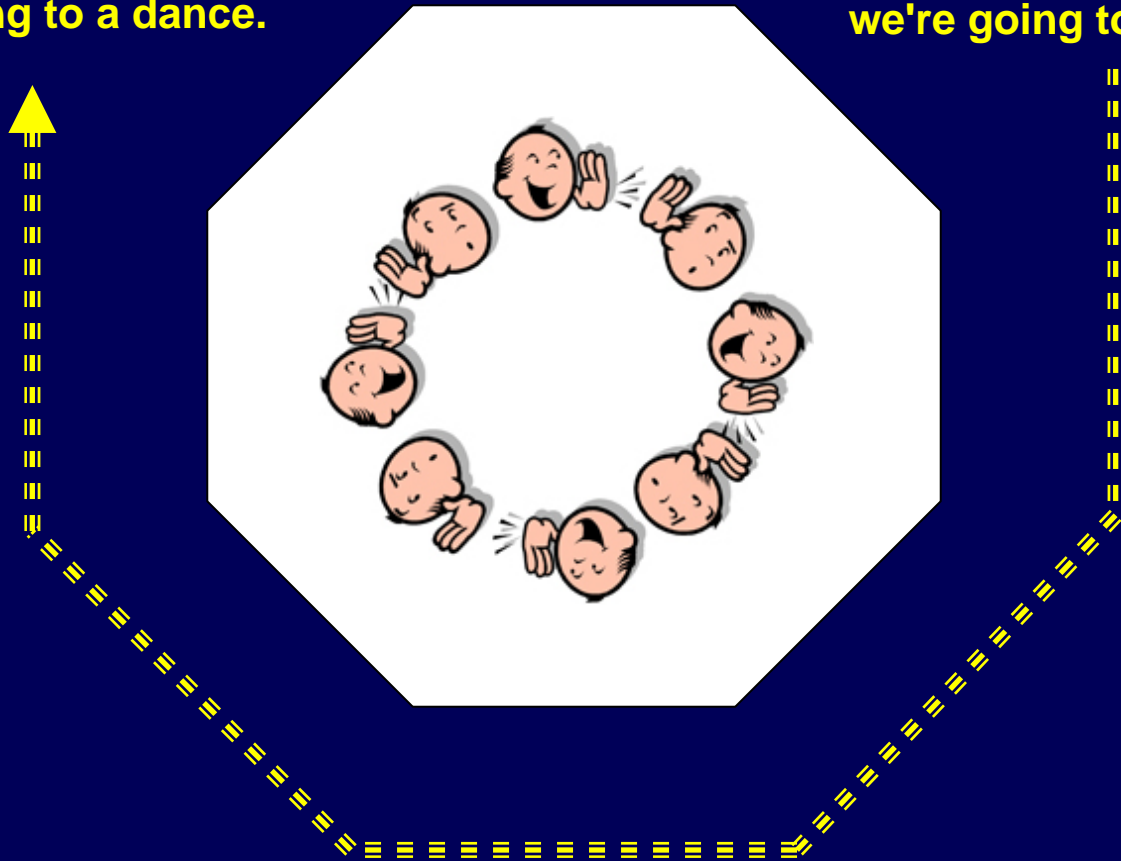

It Sure Looked Good On Paper!

The Perceptions People Have of the Plan and What They Should Do
ARE NEVER
Exactly What Was Intended

Translation

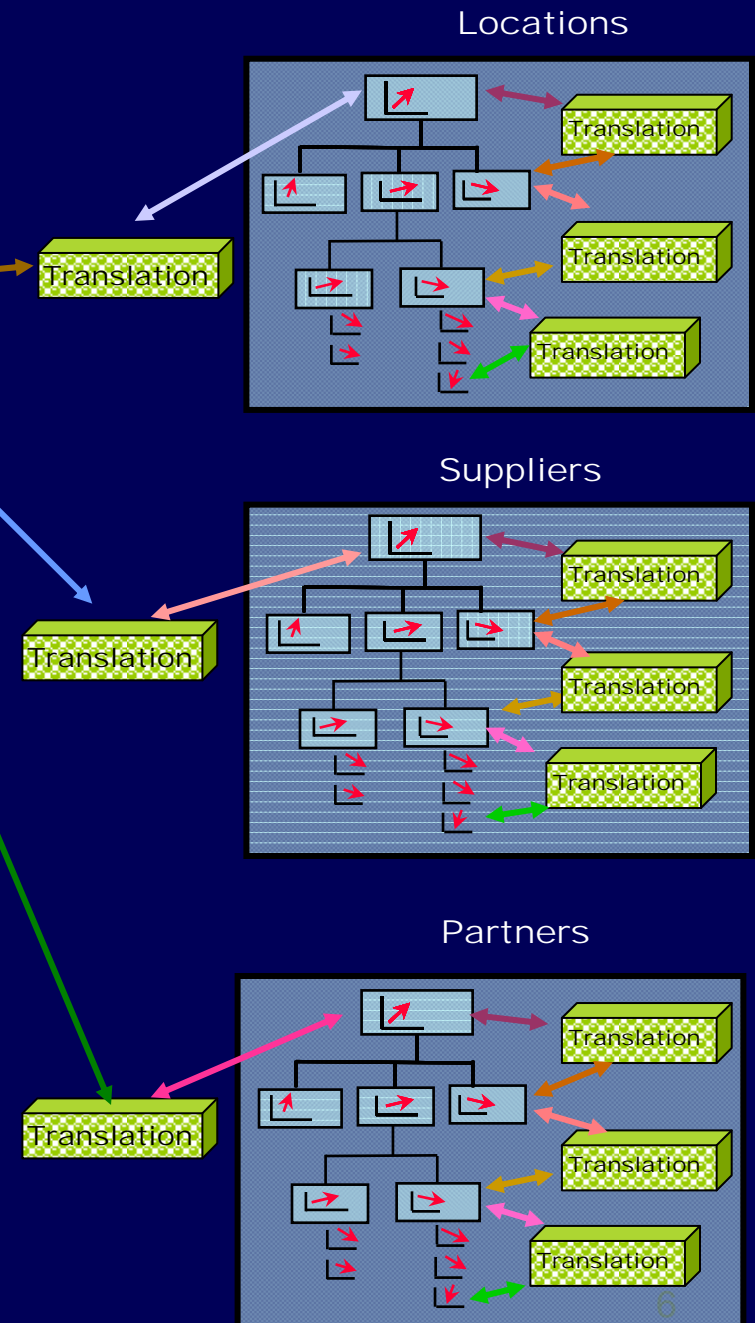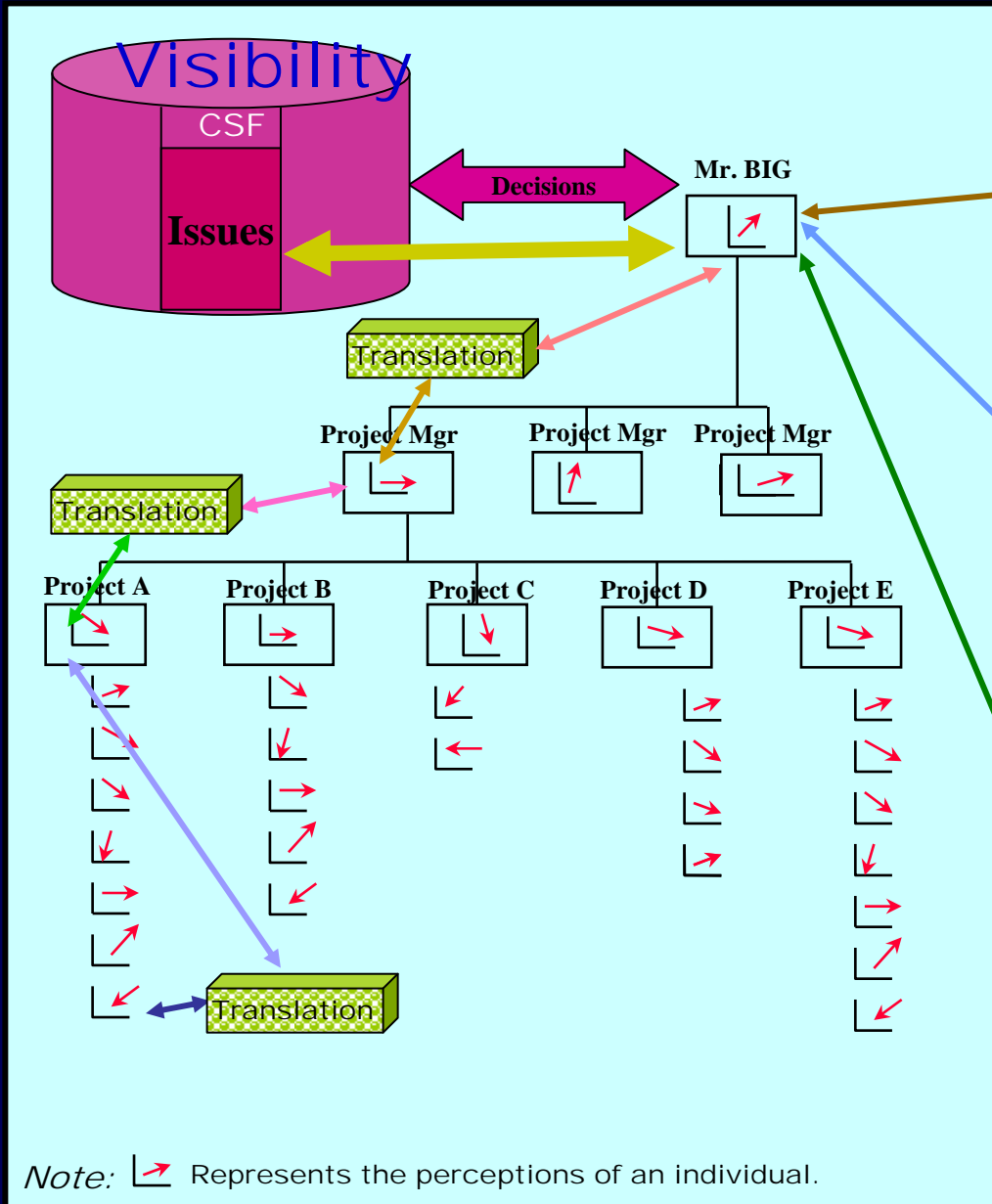## British General At the Front Sends A Message to the Rear:

Send three-and-fourpence,
we're going to a dance.

Send reinforcements,
we're going to advance.

The Translation Challenge

Visibility

CSF

Issues

Decisions

Mr. BIG

Translation

Project Mgr

Project Mgr

Project Mgr

Translation

Project A

Project B

Project C

Project D

Project E

Translation

Note: Represents the perceptions of an individual.

Locations

Translation

Translation

Translation

Suppliers

Translation

Translation

Translation

Partners

Translation

Translation

Translation

Considering What People Do:

➤ **Carry out directives as they understand the directives,**

**The Perceptions People Have (What They Think) Is
THE
Driving Force Behind Their Actions.**

Considering What People Do:

➢ **Give out directives to others in accordance with what they understand must be done,**
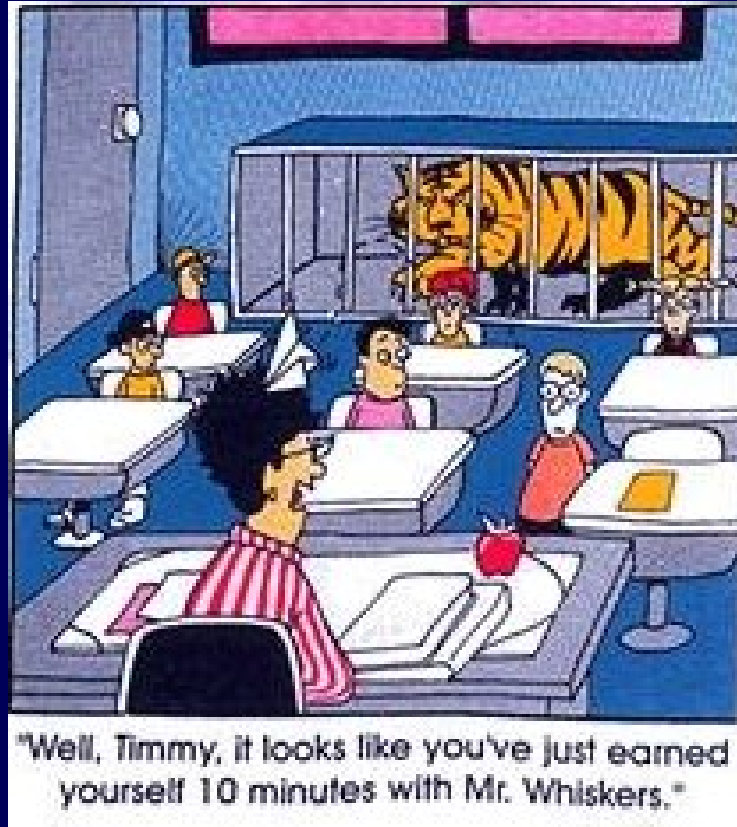

**The Perceptions People Have (What They Think) Is
THE
Driving Force Behind Their Actions.**

Considering What People Do:

➢ **Act according to their interpretation of what needs to be done (what they perceive the situation to be),**

The Perceptions People Have (What They Think) Is
THE
Driving Force Behind Their Actions.

Considering What People Do:

➢ **Constrain their activities in accordance with the rules they believe they must follow,**

**The Perceptions People Have (What They Think) Is
THE
Driving Force Behind Their Actions.**

Considering What People Do:

➢ Apply their skills in a manner they believe to be consistent with their own best interests which include reaching their goals, advancing in their job, pleasing management, looking good, and surviving,

The Perceptions People Have (What They Think) Is
THE
Driving Force Behind Their Actions.

Considering What People Do:

➢ **Solicit help and delegate activities to others.**

In a variety of complex situations

The Perceptions People Have (What They Think) Is THE Driving Force Behind Their Actions.

People Communicate Carefully:

➢ **They are NOT open and willing to share their real beliefs, understandings, and perceptions**

"Well, Timmy, it looks like you've just earned yourself 10 minutes with Mr. Whiskers."

The Perceptions People Have (What They Think) Is THE Driving Force Behind Their Actions.

People Communicate Carefully:

➢ They fear looking stupid, getting into trouble, causing themselves problems with others, and losing respect – and worse – they fear NOT *surviving*

The Perceptions People Have (What They Think) Is
THE
Driving Force Behind Their Actions.

People Communicate Carefully:

➢ Even the 'outspoken' and 'straight shooters' have carefully crafted their responses to be in concert with *their goals and their perceptions of 'the situation'*
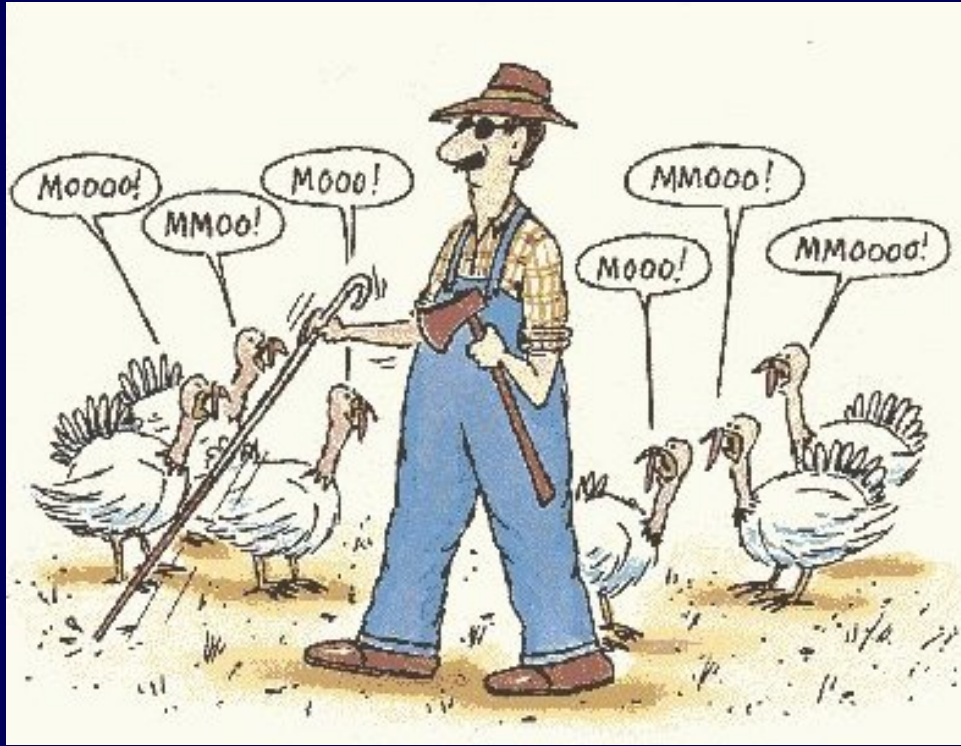
The Perceptions People Have (What They Think) Is THE Driving Force Behind Their Actions.

People Communicate Carefully:

➢ **Every communication they send is translated through their preconceived notions of the environment, the 'facts', the situation, and the nature of the 'receivers'.**

The Perceptions People Have (What They Think) Is
THE
Driving Force Behind Their Actions.

"But, that's NOT what I said (meant)!!!"
Directive: We need to do more with less resources.

Mr. Big

"We need to improve productivity in our Dept."
(Let's make the problems and the solutions everyone's focus …)

Frank **Ben**

"We need to cut costs."
(It's too risky, difficult, and expensive to change anything.)

George **Ralph** **Sally**

"We need to eliminate useless activities."
(Need to protect my staff … but, Sally has a lot of …)

Chuck **Mary** **Charlie**

"We need to cut back."
(There are many things unimportant …)

Bob

"I'm going to lose my job!."
(Becomes dysfunctional …)

Subculture

"Let's show how important we are!"
(Creates some problems to solve …)

Joe

17
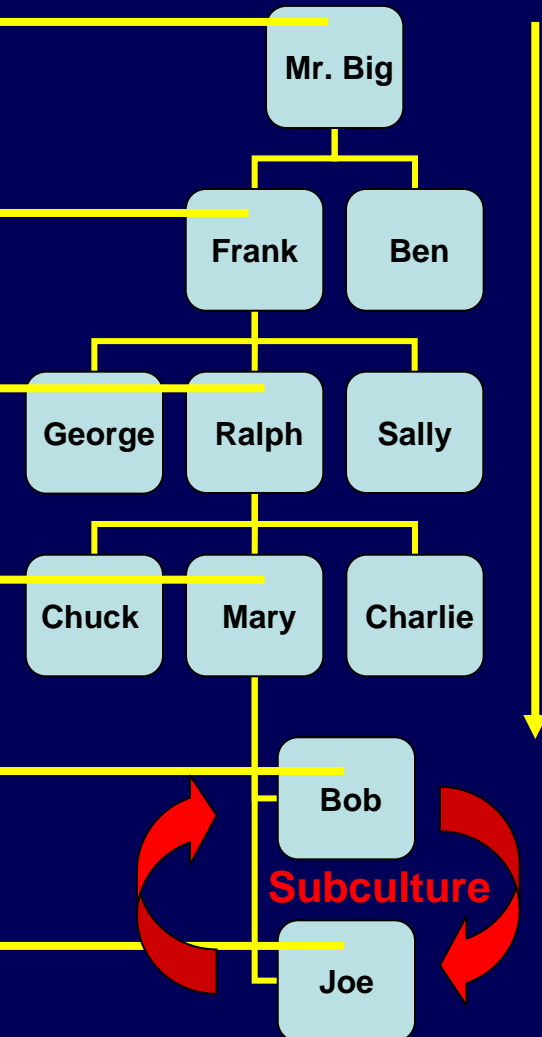
"But, that's NOT what they meant (said)!!!"
Feedback: Productivity improvement Directives…

Mr. Big

"We are making good progress on our productivity program!"
(I think??!!...)

Frank   **Ben**

"We have directed employees to … it's going well"
(Wonder how Customers will react, how it supports bonus plan …)

George   **Ralph**   **Sally**

"My staff is moving fast on initiatives …!"
(This is the wrong focus, but it's what Frank wants …)

Chuck   **Mary**   **Charlie**

"We are taking steps in the following areas ..!"
(Ralph will never buy the real changes needed …)

Bob

"We are shaking down the new process …!"
(This is nuts …. We need to …)

Joe

"Interesting new approach …"
(Doesn't work, I'll develop some workarounds & look good …)

18

Perception Measurement
Features:

➢ Involve ALL stakeholders - provide an electronic collection mechanism

➢ Address 'Issues' that drive results

➢ Allow for anonymous responses for more open and 'real' communications

➢ Identify respondents only by demographic groups (i.e., organization elements, locations, titles, responsibilities, ...) for developing effective action plans

➢ Measure perceived status of the 'Issues' and the perceived importance of the 'Issues'

➢ Allow respondents to make detailed comments/explanations on the 'Issues'

➢ Provide a 'dash board' presentation for summary status and detailed 'drill down' capabilities.

If You Don't Measure It - You Can't Manage It

The Perceptions People Have (What They Think) Is
THE
Driving Force Behind Their Actions.

19

The Translation Challenge

Locations

Suppliers

Partners

Visibility

CSF

Issues

Decisions

Mr. BIG

Translation

Project Mgr   Project Mgr   Project Mgr

Translation

Project A   Project B   Project C   Project D   Project E

Translation

Translation

Translation

Translation

Note: Represents the perceptions of an individual.
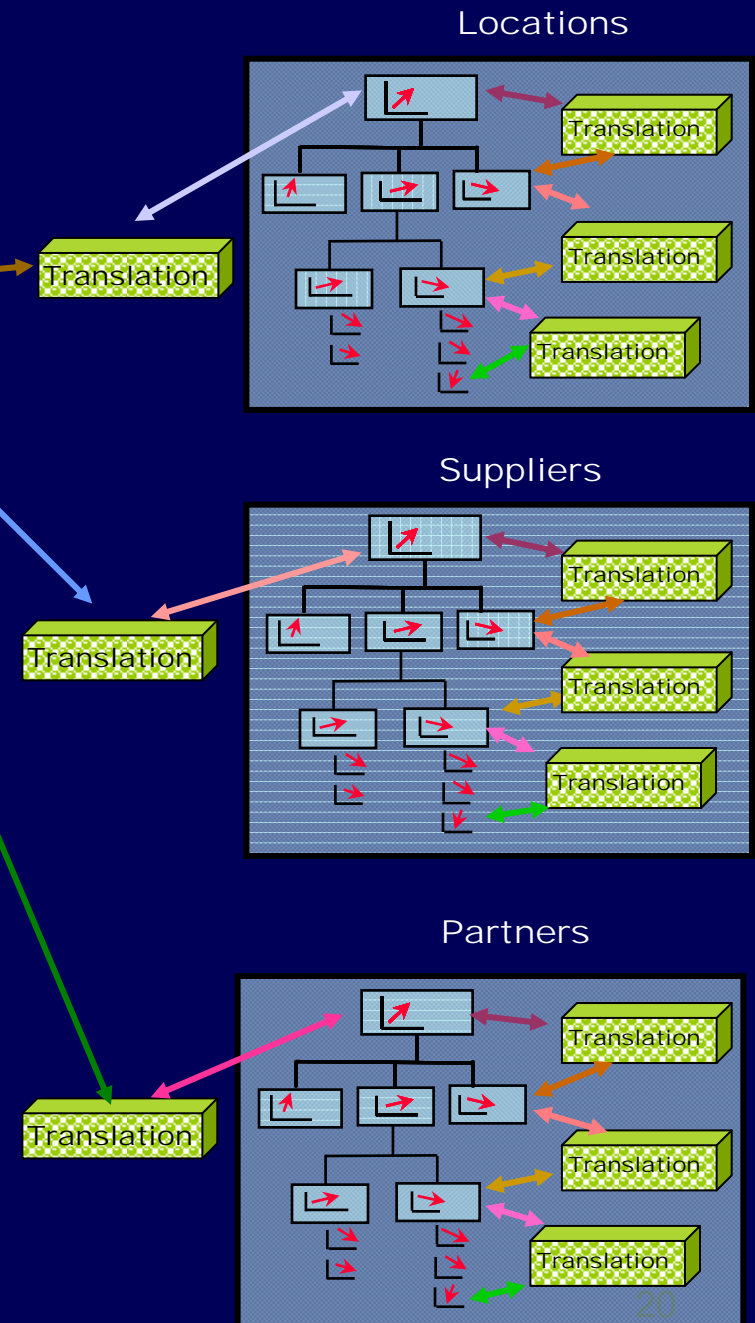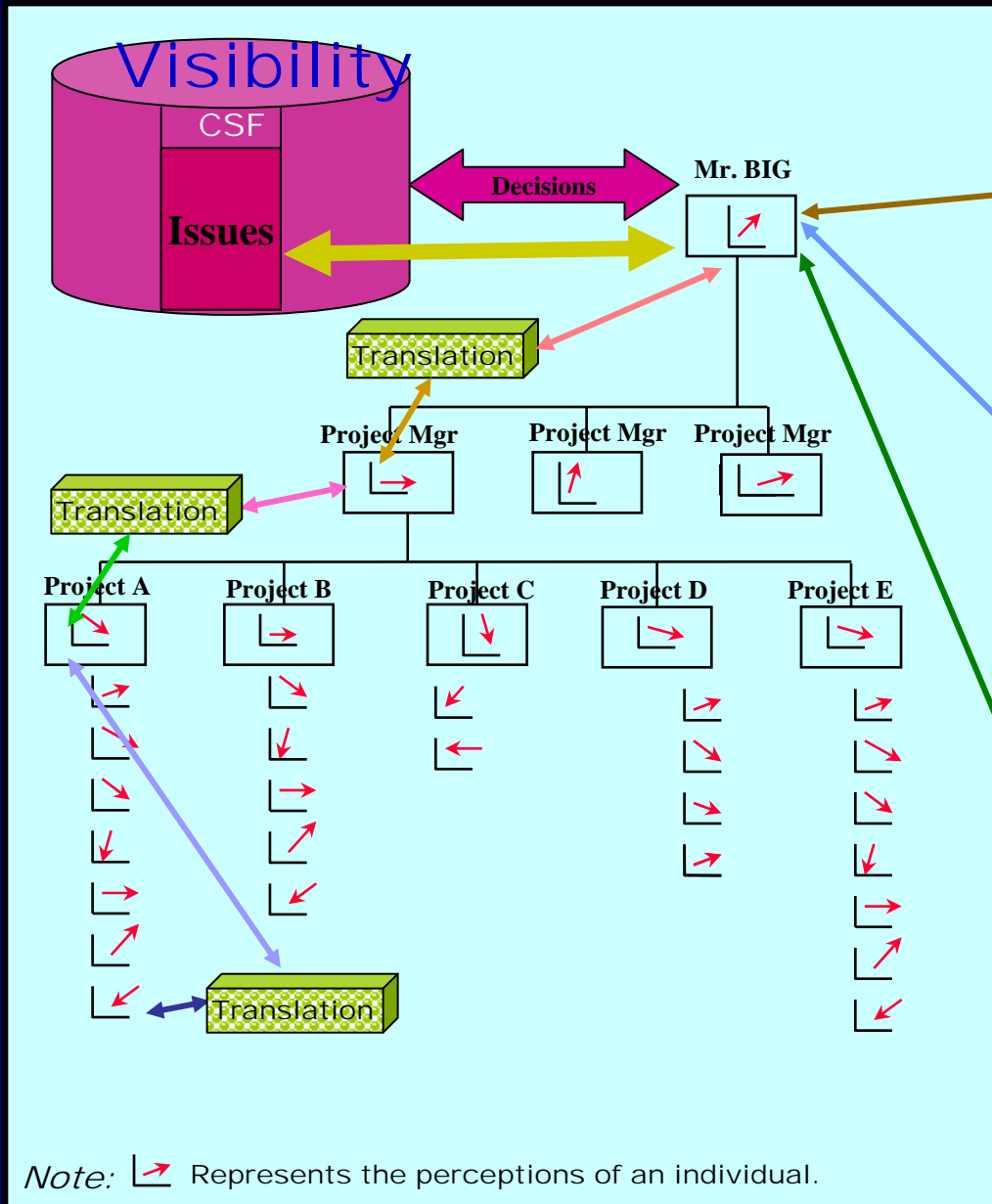
PAM (Perception Analysis Management) Value Proposition

Visibility

Decisions

Mr. Big

Proj Mgr A **Proj Mgr B** **Proj Mgr C**

Sales Team **Sales Team** **Sales Team** **Distribution** **Marketing**

Locations

Suppliers

Partners

Note: Represents the perceptions of an individual.
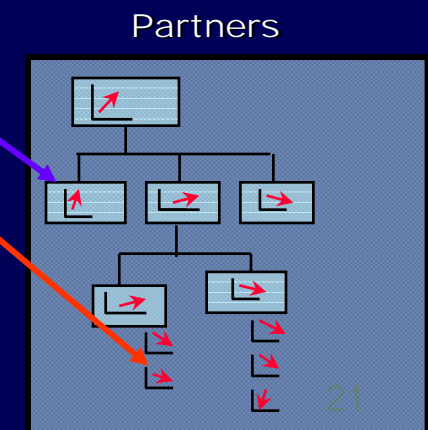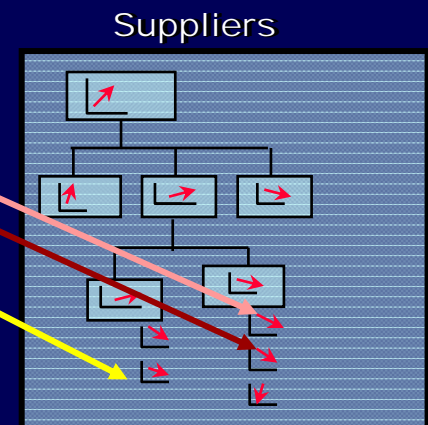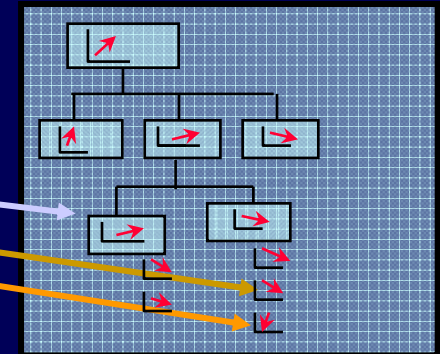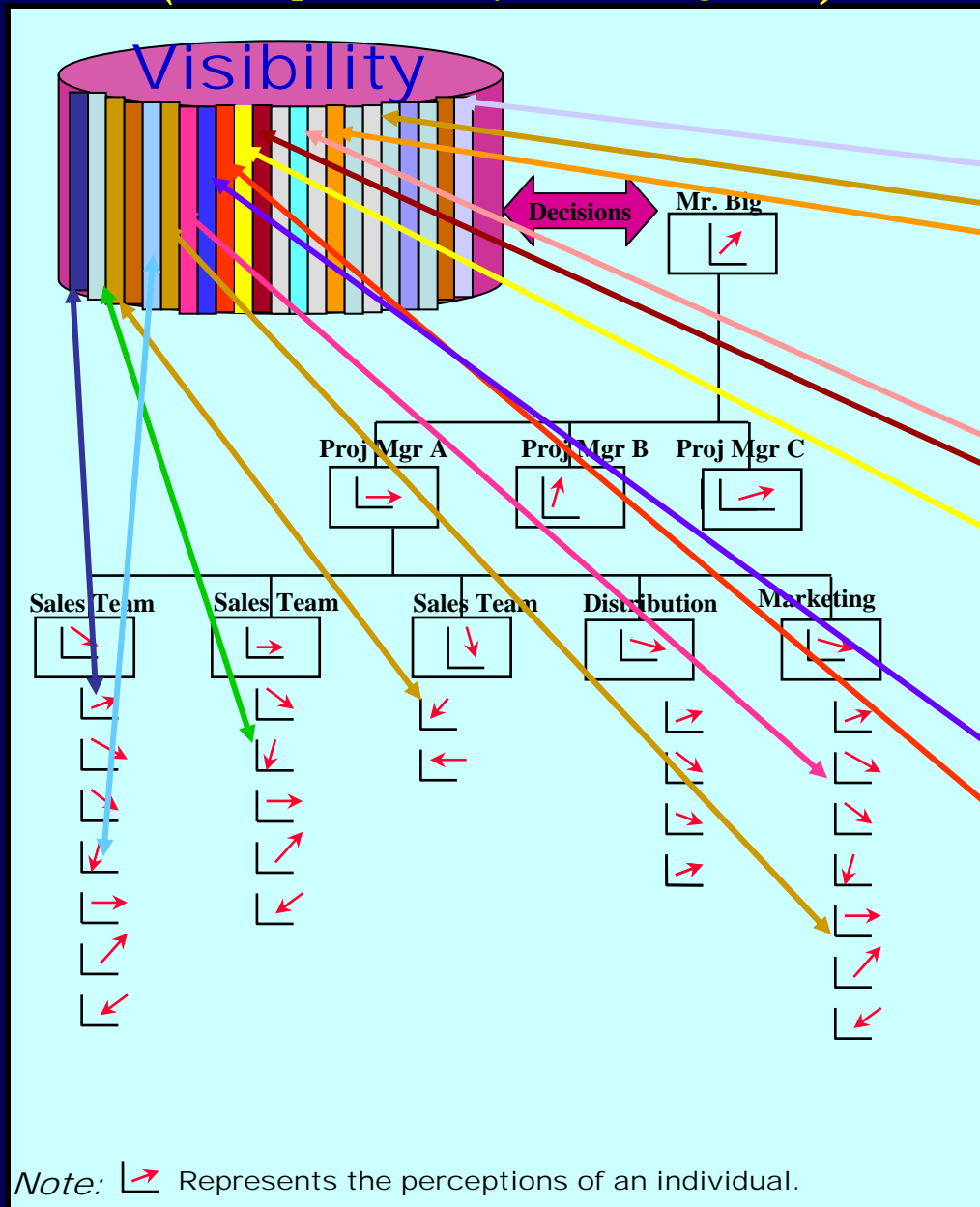
Getting Clear Vision & Supporting Analysis with PAM

Respondent Groupings

- Mgmt Teams
- Department/Division
- Title/Responsibility
- Years Service/Experience
- Special Assignment Teams
- Location

NY, LA, London, Tokyo, Sidney, Chicago, Dallas, Peoria

Note: Represents the perceptions of an individual.
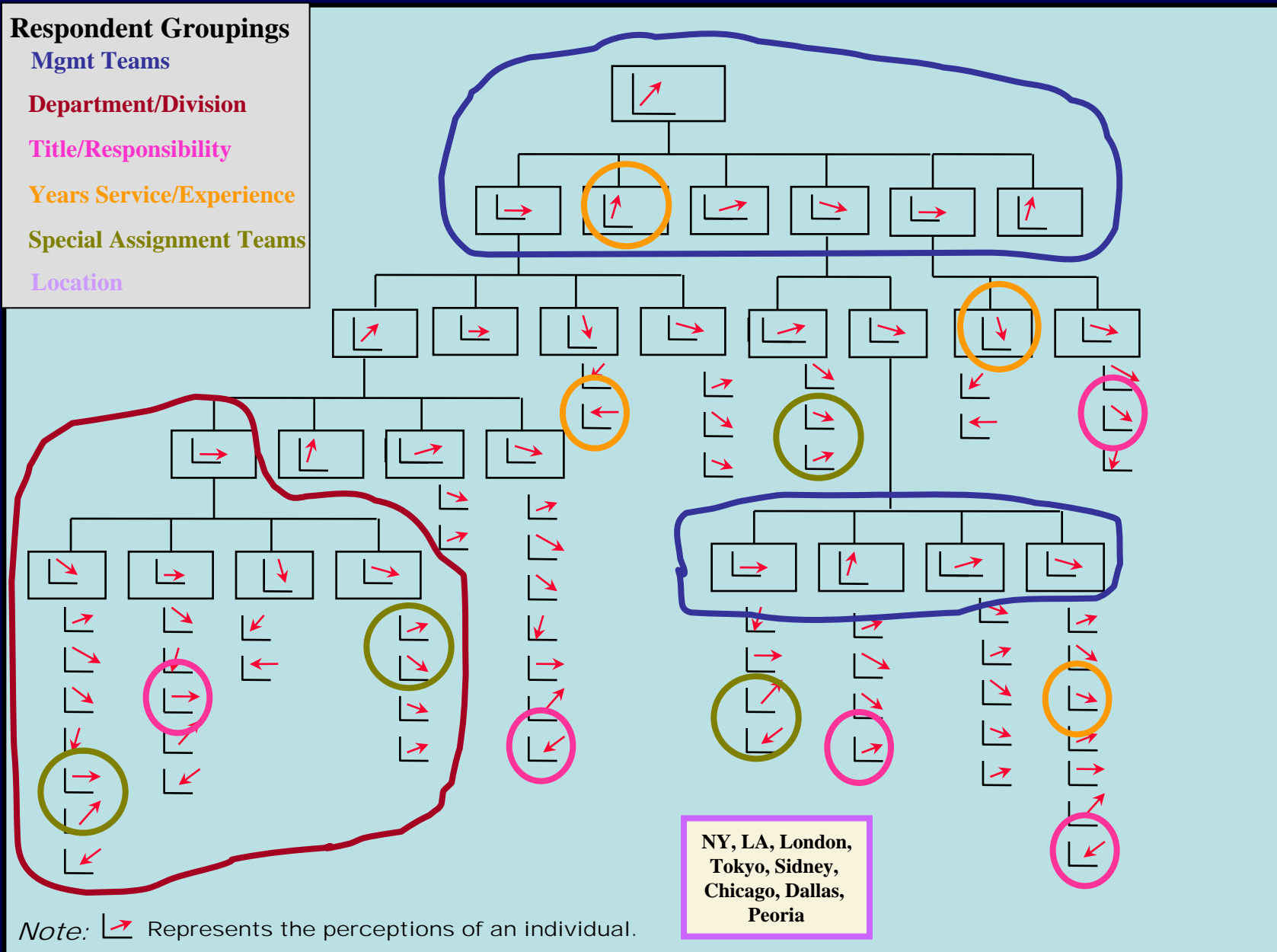
Well into SAP Implementation Project

Situation:

➢ **Mr. Big believes the project is going extremely well. But…**
  ❖ **Procurement Manager Missing Department Goals.**
  ❖ **Not following-up with vendors.**
➢ **Mr. Big is starting to wonder……**

Procurement Manager Complaints:

➢ **Understaffed.**
➢ **Unable to follow-up with stakeholders.**
➢ **New system doesn't work. Help Desk is useless.**

Perceptions:

➢ **Help Desk has bad response time.**
➢ **Help Desk has poor follow-up.**
➢ **Help Desk understaffed.**
➢ **Help Desk Staff incompetent.**
➢ **Help Desk Metrics OK!?**

Perception Management
&
The Need For Metrics (Issues)

How Goes the Help Desk?

Procurement Manager - BAD

Other Managers – OK, but …

Decision Made:
Review the Perceptions ALL the Stakeholders have of the new system and associated support.

Perception Management
&
The Need For Metrics (Issues)

How Goes the Help Desk?

➢ **What are the components that measure Help Desk Success?**

➢ **What is the status (condition) of these success components from the perspective of the stakeholders?**

➢ **How important are these components to the Help Desk stakeholders?**

➢ **Do those accountable for Help Desk performance understand the needs of their stakeholders?**

Help Desk Stakeholder Concerns/Issues

➤ **My level of satisfaction with the *responsiveness* of the Help Desk in terms of answering my initial call.**

➤ **My satisfaction with the *length of time* it takes the Help Desk to understand what my problem is and begin fixing it.**

➤ **The level of *knowledge and skill* of the Help Desk in solving problems for me.**

➤ **The extent to which the Help Desk *keeps me informed* on the status of problems that they are working on for me.**

➤ **The attitude and *customer orientation* of the Help Desk support staff.**

➤ **The degree to which I believe the Help Desk is *adequately staffed*.**

➤ **My *overall satisfaction* in securing assistance from the Help Desk.**

➤ **The extent to which I *use* the Help Desk.**

26

Stakeholder Perception Collection for Analysis

The Service Desk is always the single point of contact used for help with IT-related queries, complaints, or problems.

| Previous | Next |

○ Don't Know

| Response 1: Your Evaluation | Response 2: How Important Is This Issue To You? |

○ Completely Agree
○ Mostly Agree
○ Slightly Agree
○ Neutral
○ Slightly Disagree
○ Mostly Disagree
○ Completely Disagree

○ Extremely Important
○ Very Important
○ Slightly Important
○ Neutral
○ Slightly Unimportant
○ Mostly Unimportant
○ Extremely Unimportant

Please add any additional comments you may have regarding this issue in the space below.

Options

View question listing
| Question Listing |

Obtain return code to complete later
| Save |

Submit your results
| Done |

Completely Agree	100		Extremely Important	100
Mostly Agree	83		Very Important	83
Slightly Agree	66		Slightly Important	66
Neutral	50		Neutral	50
Slightly Disagree	33		Slightly Unimportant	33
Mostly Disagree	16		Mostly Unimportant	16
Completely Disagree	1		Extremely Unimportant	1

Comments
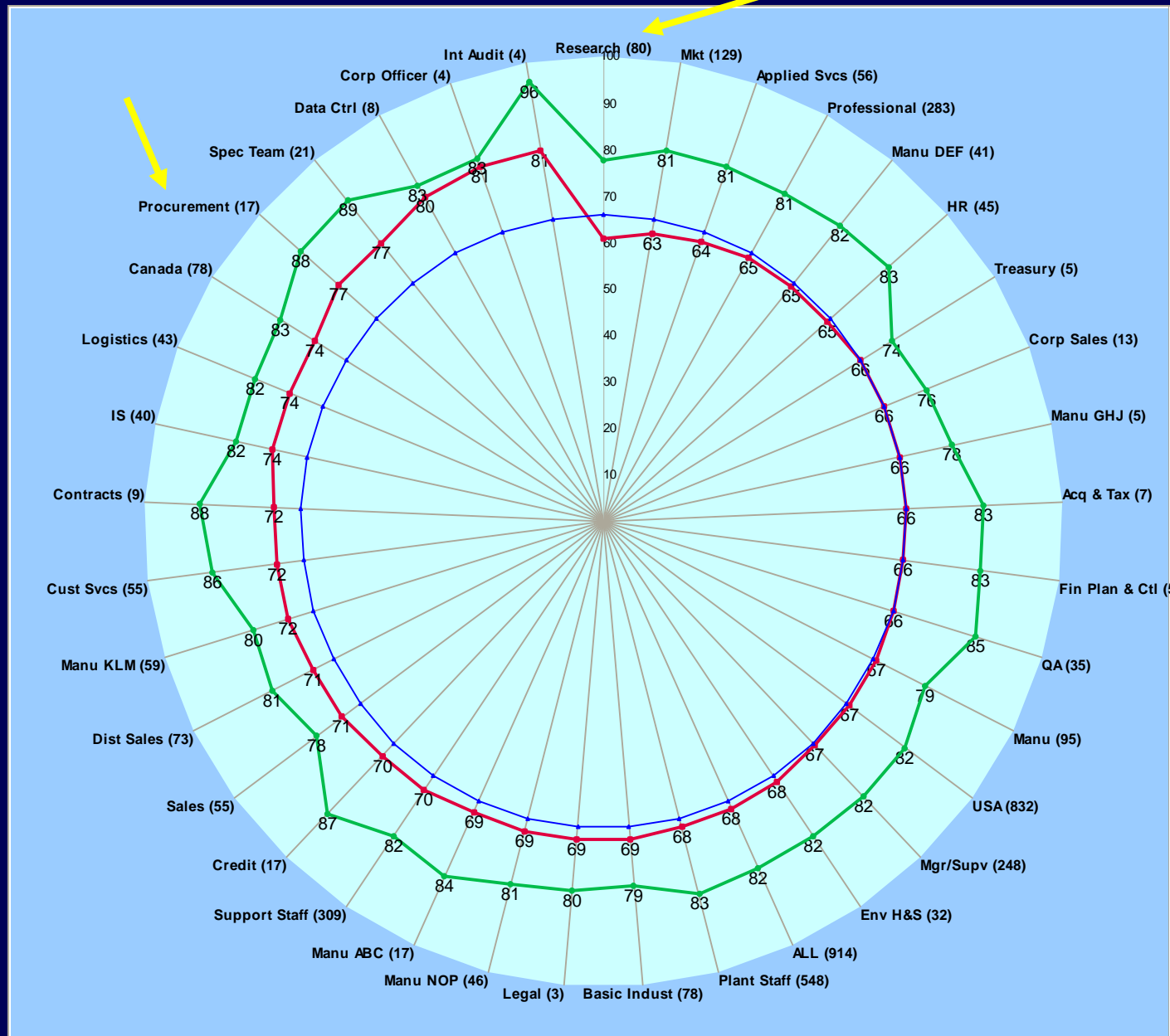
27

Help Desk

My level of satisfaction with the *responsiveness* of the Help Desk in terms of answering my initial call.
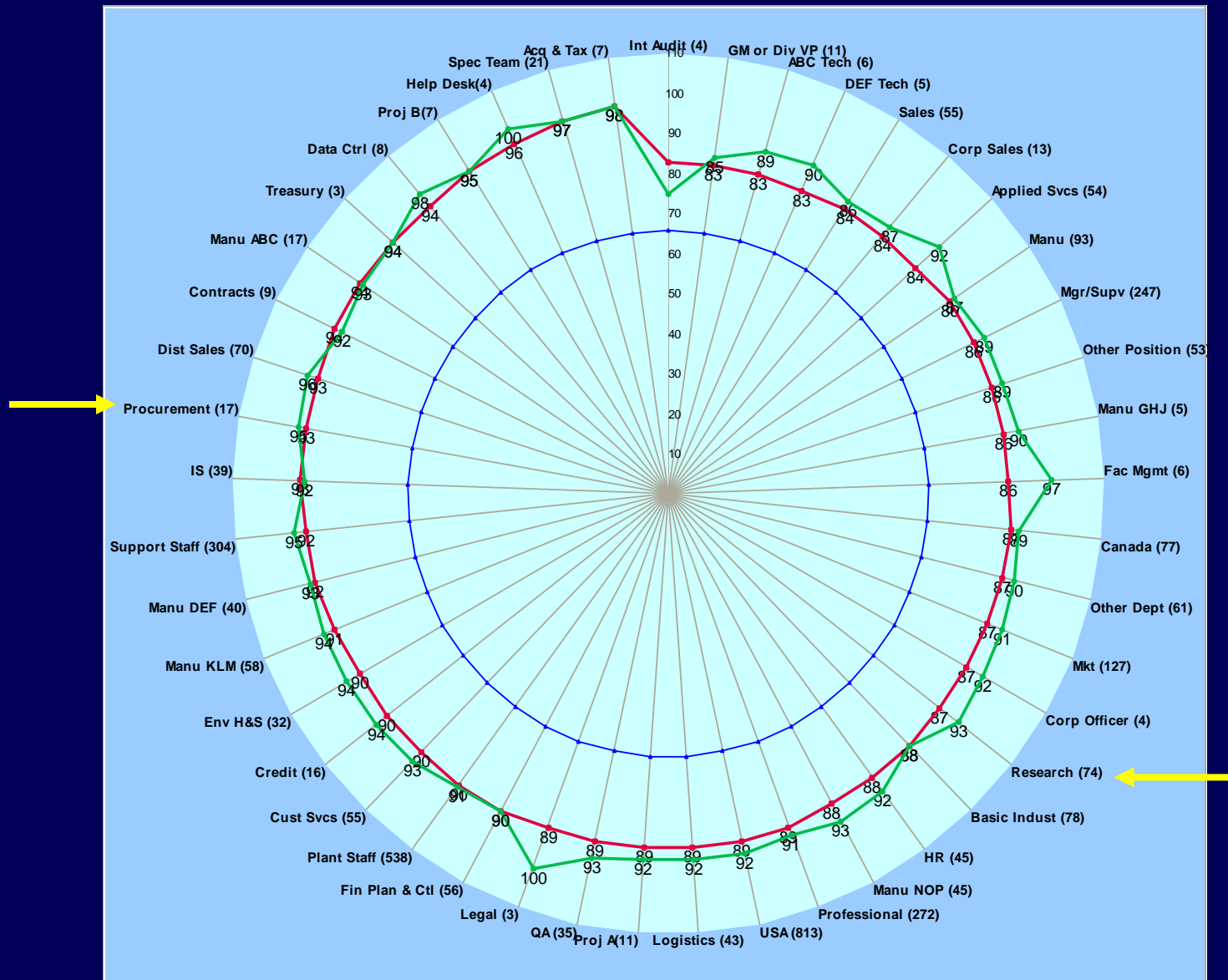
The level of *knowledge and skill* of the Help Desk in solving problems for me.
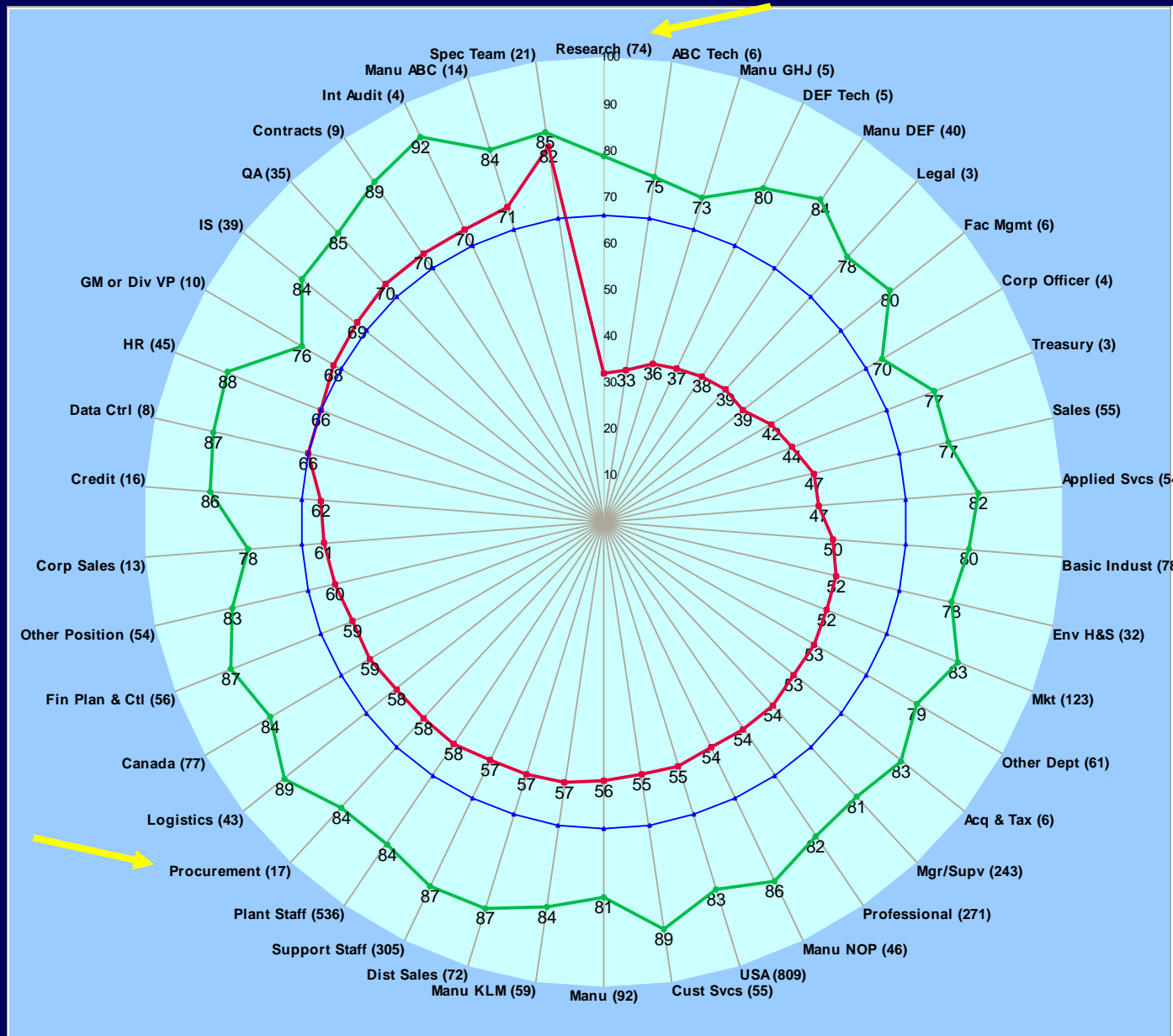
The level of *knowledge and skill* of the Help Desk in solving problems for me.
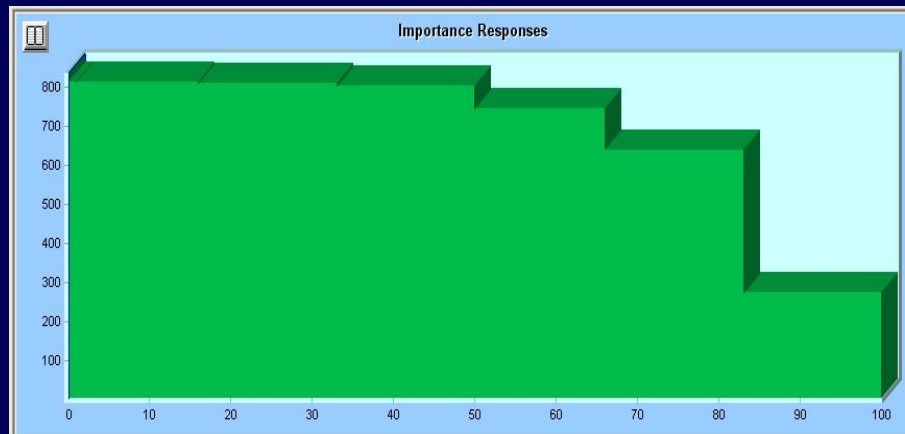
Consideration	Count	Percentage
Extremely Important	269	32
Very Important	366	44
Slightly Important	104	12
Neutral	58	7
Slightly Unimportant	6	1
Very Unimportant	4	0
Extremely Unimportant	2	0
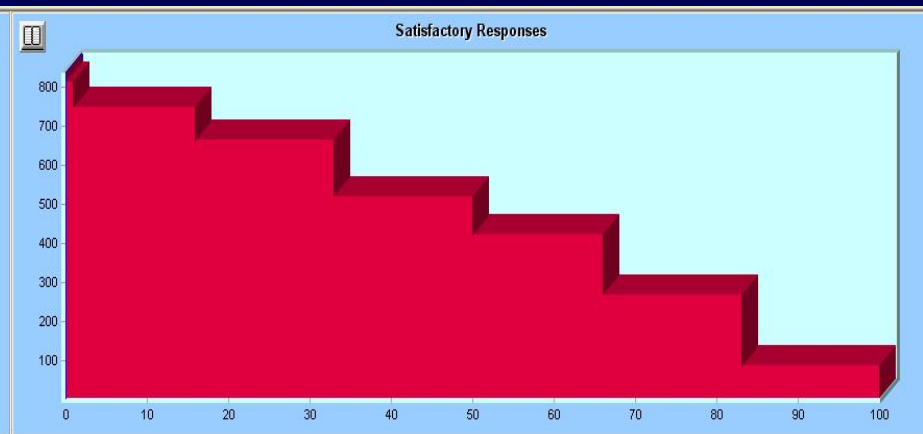
Consideration	Count	Percentage
Extremely High	82	10
Very High	182	22
Slightly High	153	18
Neutral	98	12
Slightly Low	145	17
Very Low	83	10
Extremely Low	66	8

31

Research Group – Special Projects

The level of *knowledge and skill* of the Help Desk in solving problems for me.

Project A
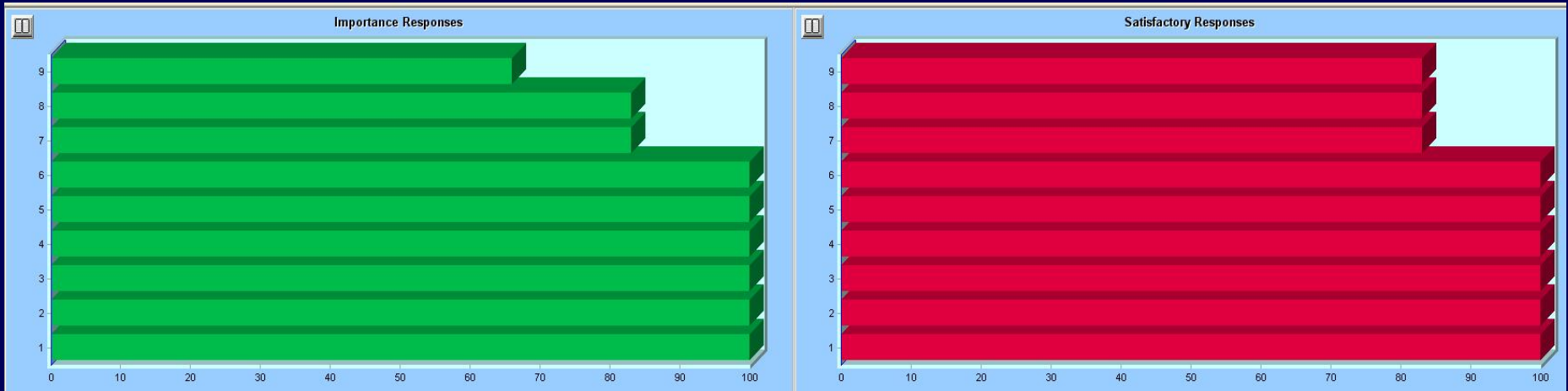
Project B
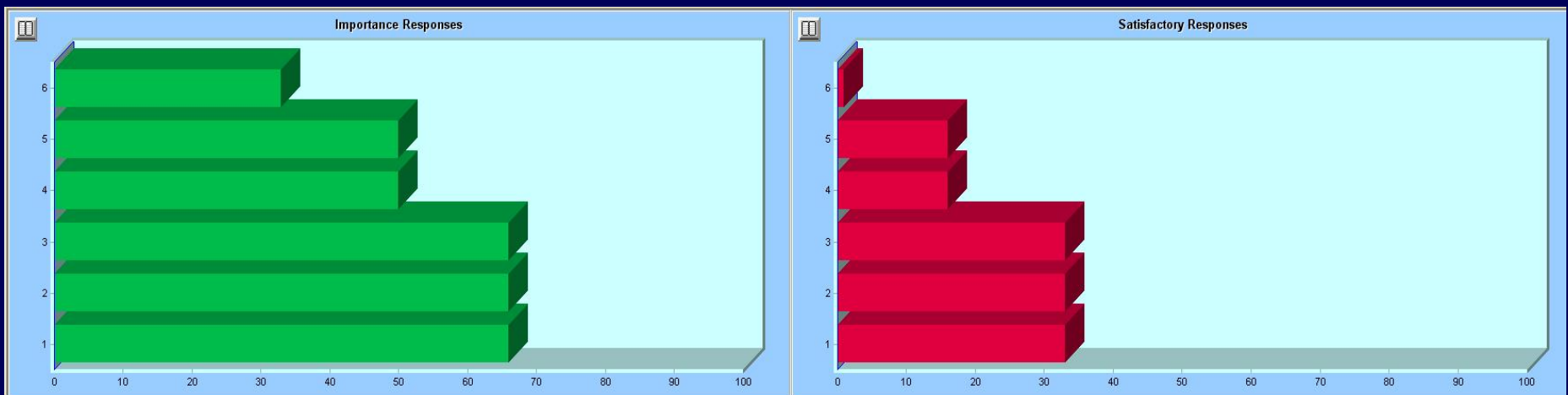
Training for Help Desk - Level Of Satisfaction
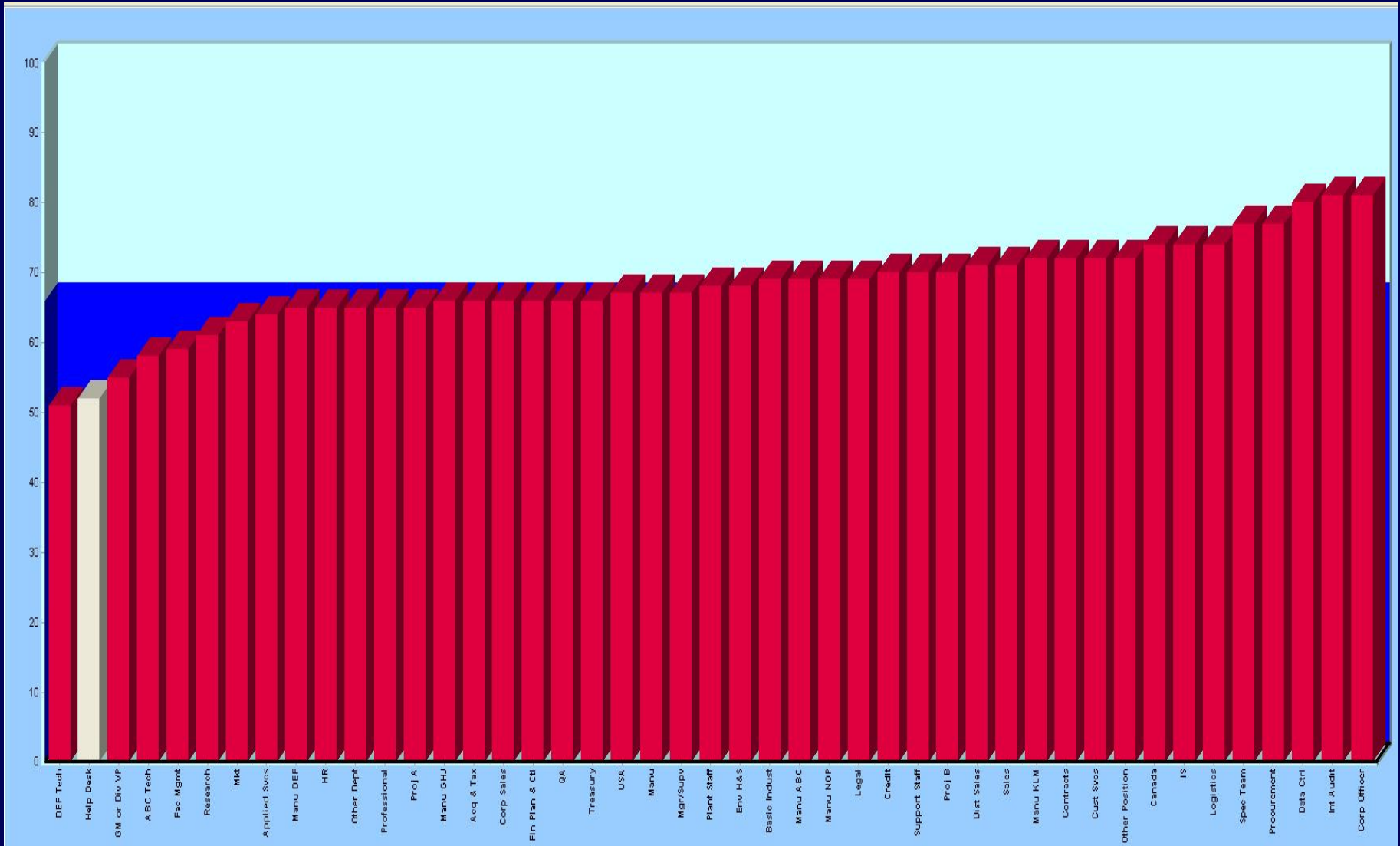
Comments Analysis By Issue

Key Comments

Stakeholders:

- ✓ **I am using the Help Desk less and less since they don't have adequate knowledge of the new system. I am spending an inordinate amount of my time doing their job.**

- ✓ **Help Disk is very responsive. I don't believe the solution is more people, it's more training.**

- ✓ **Help Disk is not able to answer questions. They are highly skilled and capable – someone should give them a chance to learn the new system.**

Procurement:

- ✓ **We can't use the new system. Our management refuses to let us change our processes to match the information nodes of the new system. We can't operate using the old procedures and organizational structure with the new system.**

Help Desk:

- ✓ **Every time we go to training, our manager pulls us out because of the high number and urgency of incoming calls. We could handle the load if we had the system knowledge.**
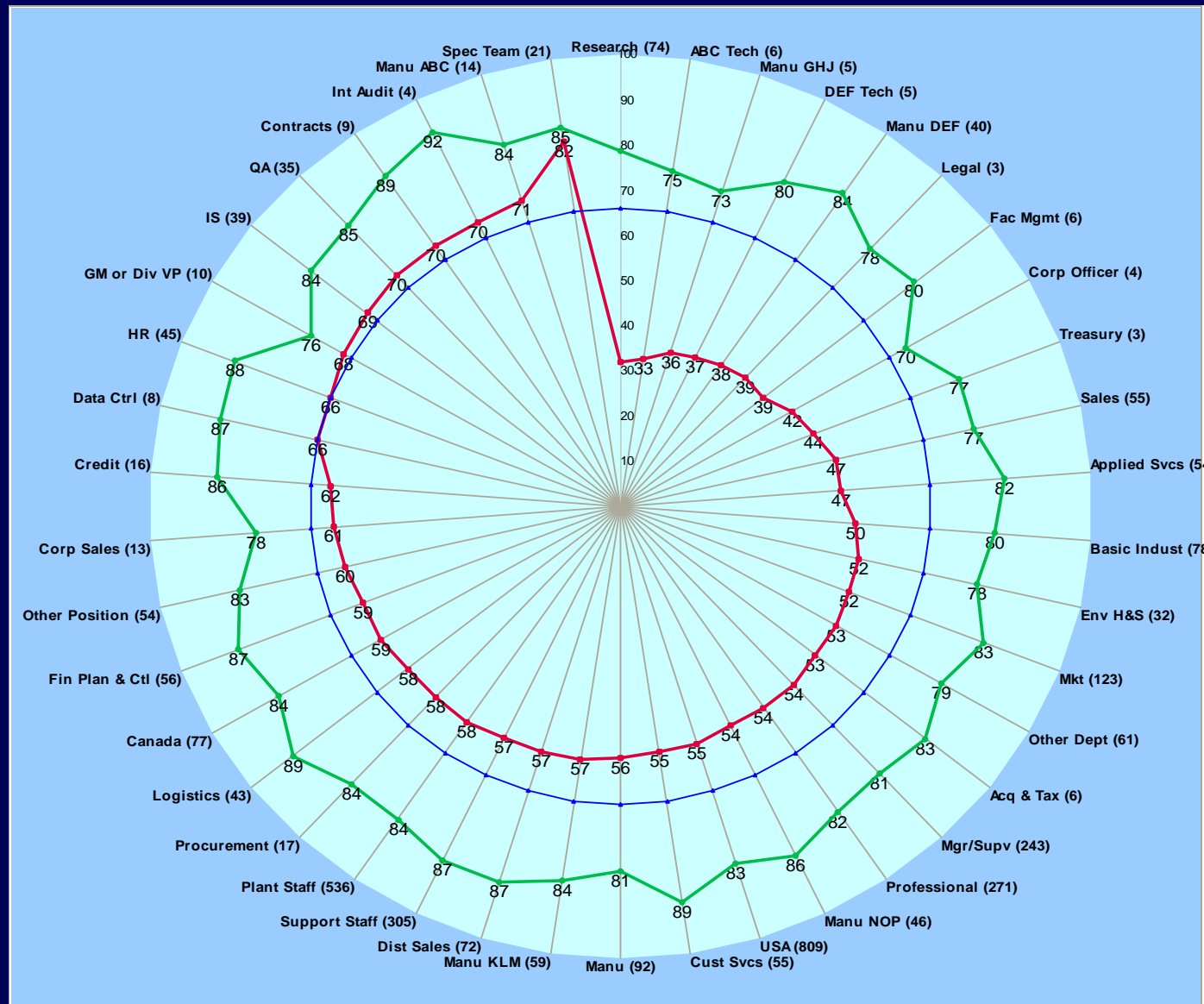
Findings

- ✓ **Training for the Help Desk personnel is inadequate.**
- ✓ **Structure for support of the new system is inadequate.**
- ✓ **Competence of the Help Desk staff is not a problem.**
- ✓ **Staffing levels of the Help Desk are adequate.**
- ✓ **Procurement needs to follow the SAP structure plan to effectively use the new system.**
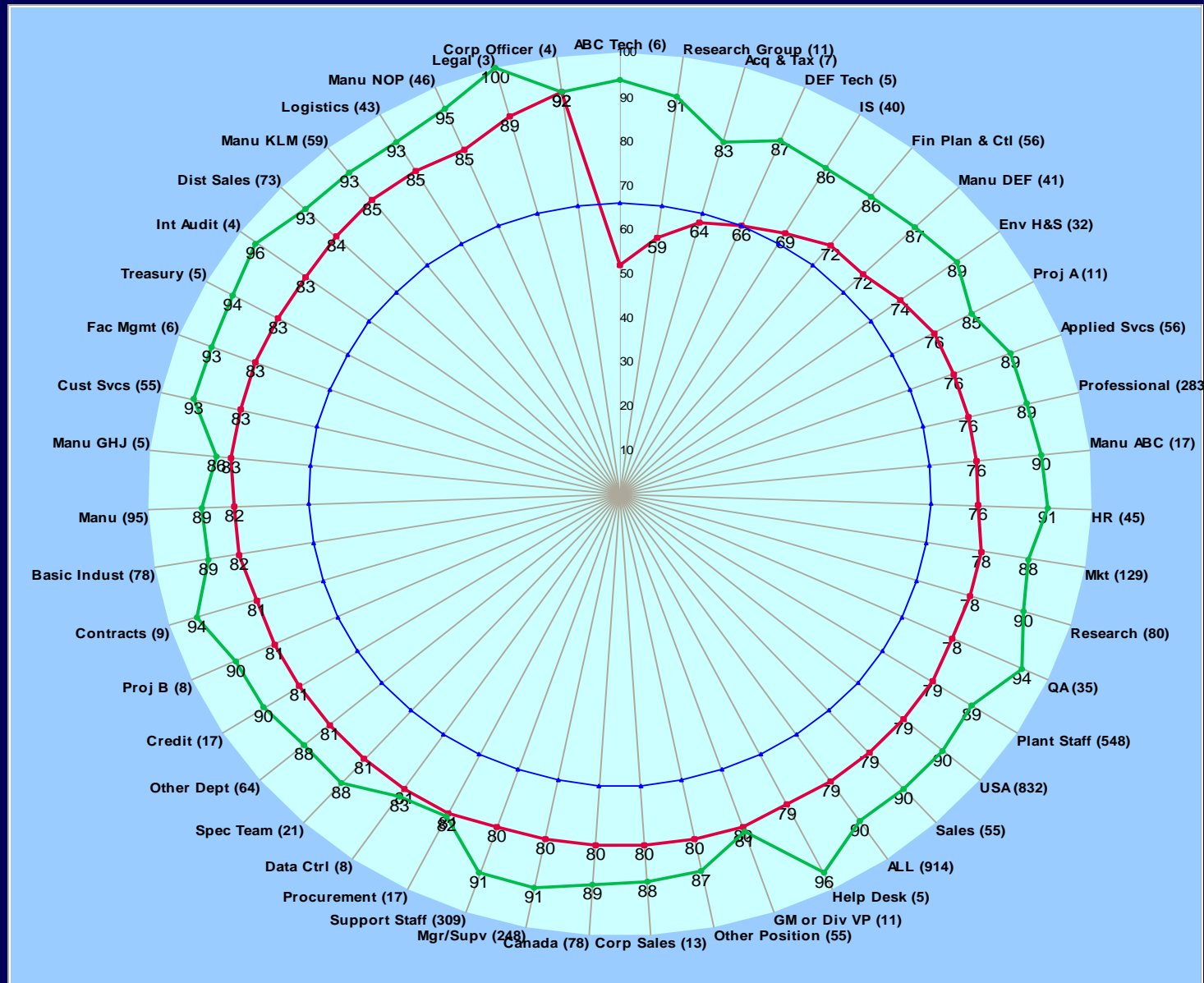
Actions

- ✓ **Training for the Help Desk personnel given - uninterrupted - for two levels of support.**
- ✓ **Help Desk structure modified for A and B level support.**
- ✓ **Plan for Procurement restructure implemented.**

37

After Actions:
The level of *knowledge and skill* of the Help Desk in solving problems for me.
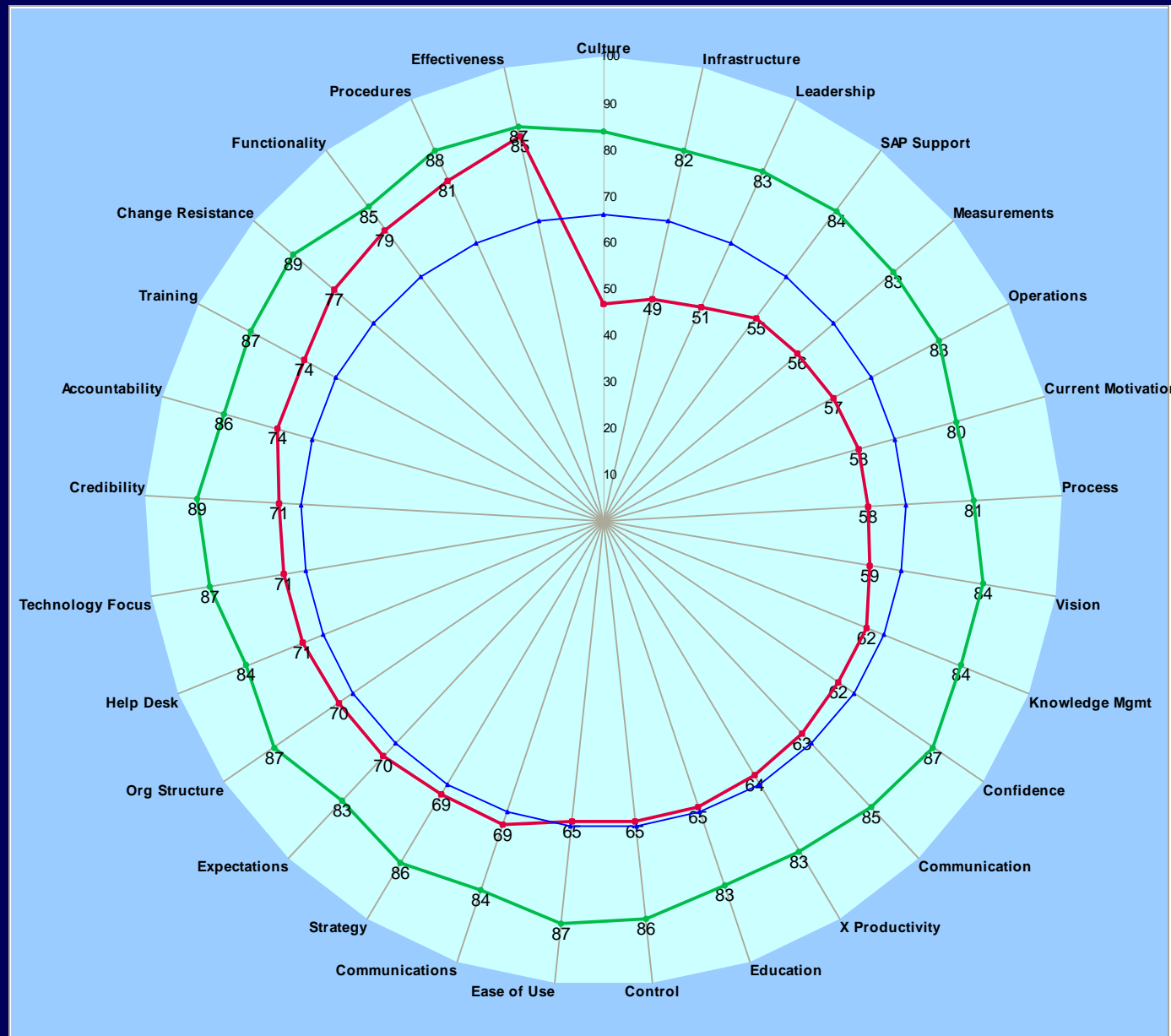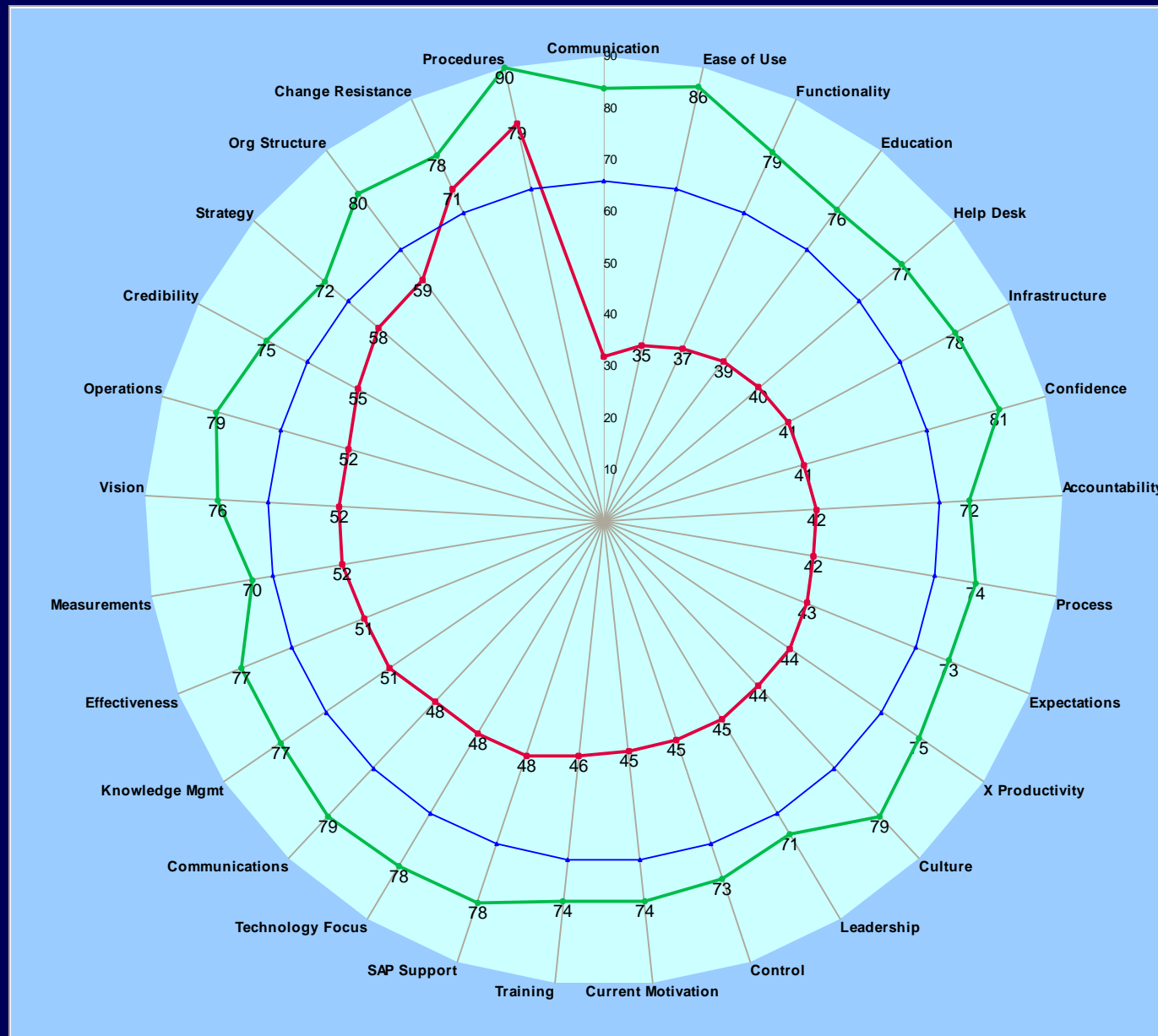
38

Overall Project

Mr. Big's Perception:

"We are doing very well with the implementation, with the exception of a couple of areas such as Procurement and the Help Desk."

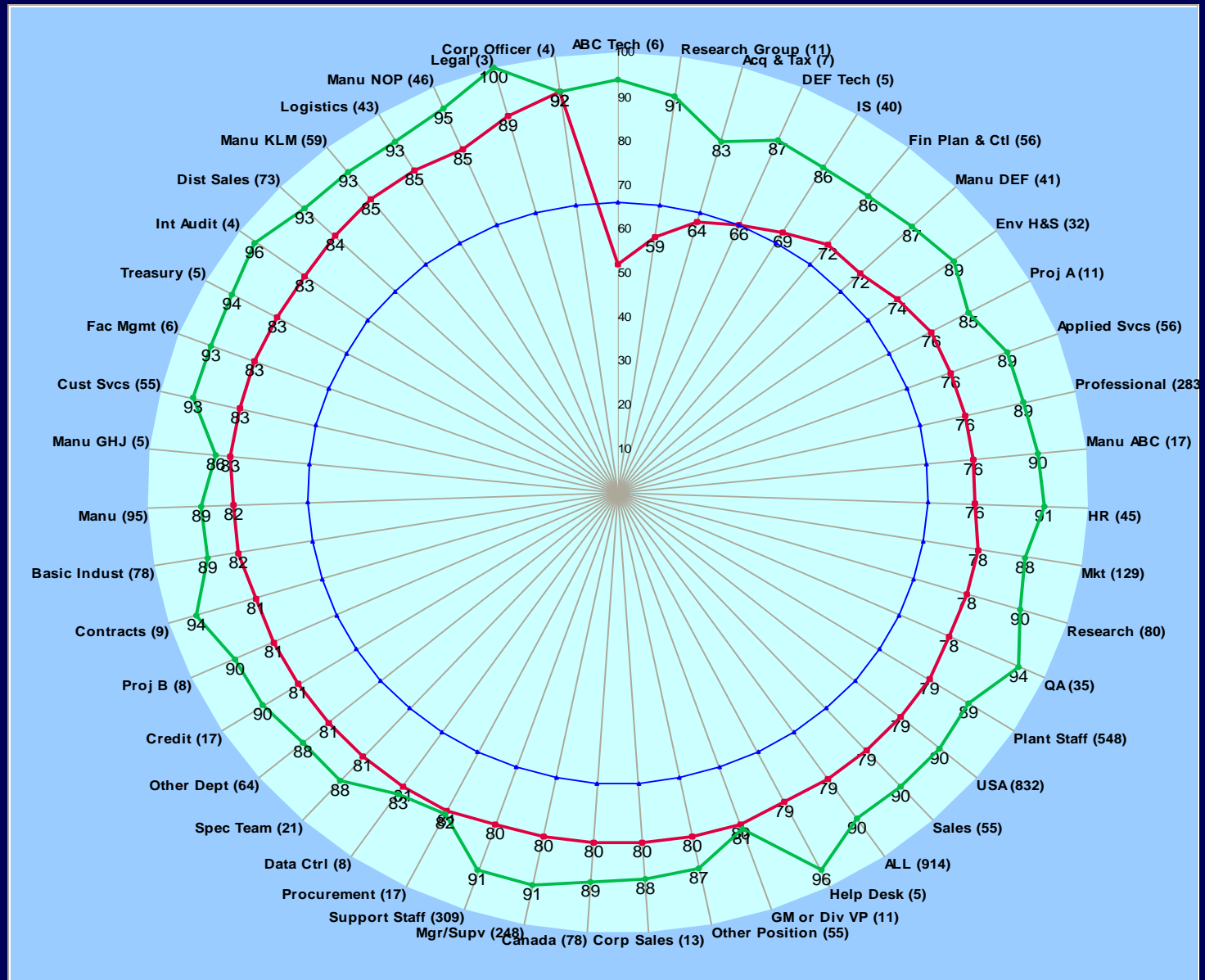"I expect the Satisfaction score to be in the range of 90 and the Importance score to be in the range of 95-100."

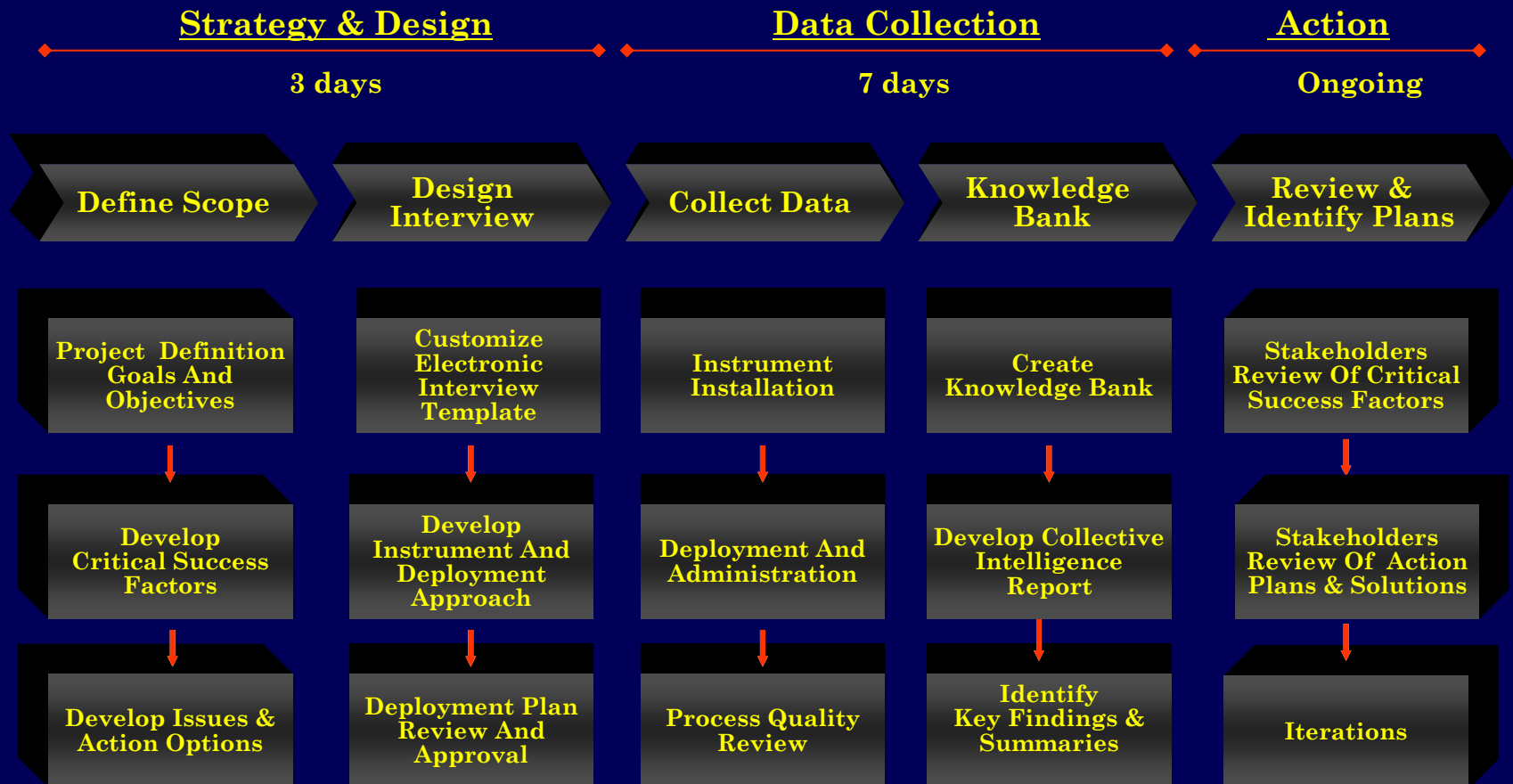# Senior Management

Key Workers

41

6 Months After Actions:

Perception Management Project

The Process

Strategy & Design	Data Collection	Action
3 days	7 days	Ongoing

Define Scope	Design Interview	Collect Data	Knowledge Bank	Review & Identify Plans
Project Definition Goals And Objectives	Customize Electronic Interview Template	Instrument Installation	Create Knowledge Bank	Stakeholders Review Of Critical Success Factors
Develop Critical Success Factors	Develop Instrument And Deployment Approach	Deployment And Administration	Develop Collective Intelligence Report	Stakeholders Review Of Action Plans & Solutions
Develop Issues & Action Options	Deployment Plan Review And Approval	Process Quality Review	Identify Key Findings & Summaries	Iterations

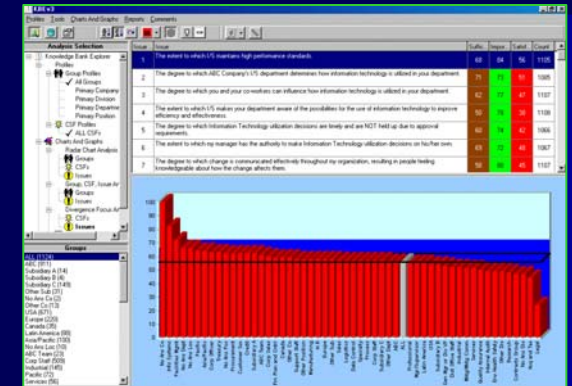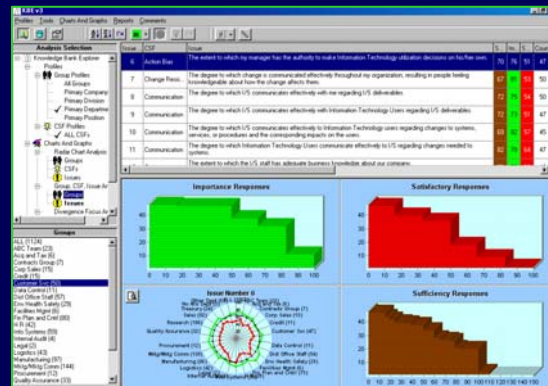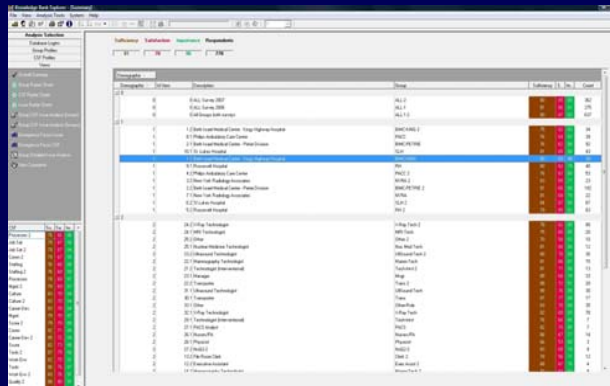**Required 30 minutes from each of the 914 Stakeholders.
Improvements recognized within 3 weeks from project initiation. Savings estimated at $6M.**

43
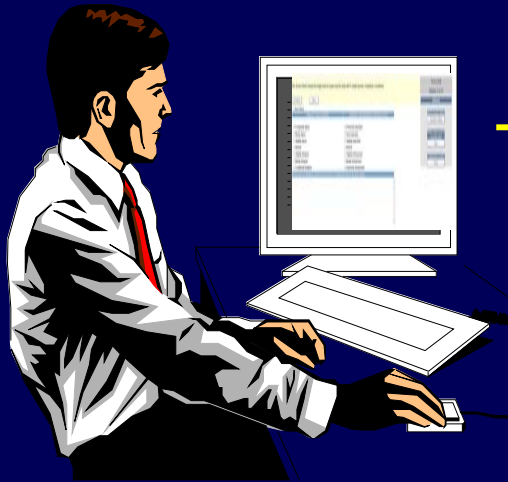
Knowledge Bank Explorer
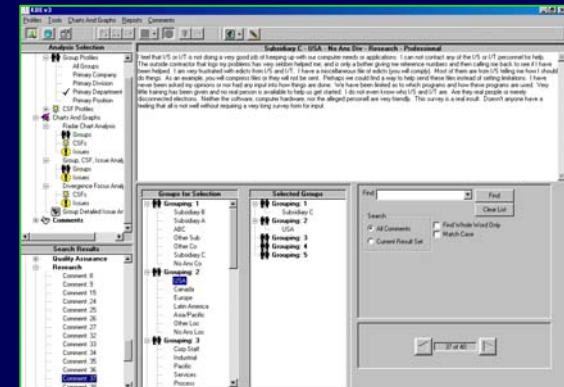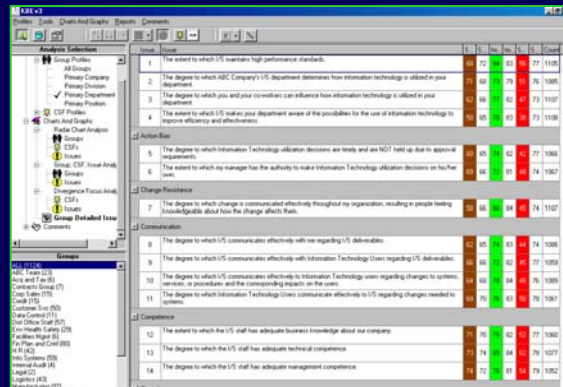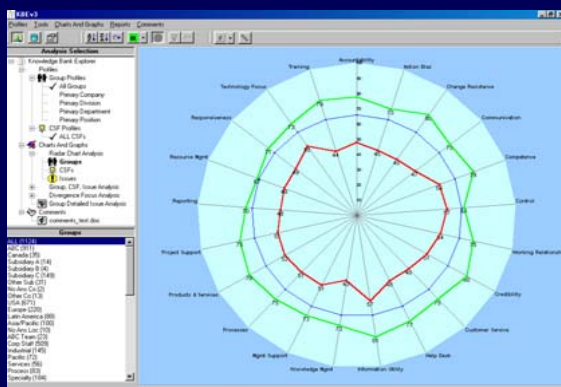
Scorecard & Summary Analysis   Issues Analysis/Comparisons   Organization Divergence / Foc

Gap & Summary Analysis   Issue Analysis By Demographic   Comments

Questions???

Questions???